



**Solicitation Information  
November 8, 2013**

**RFP #7536366**

**TITLE: STATE CLASSIFICATION AND COMPENSATION SYSTEM REDESIGN**

**OPENING DATE AND TIME: December 13, 2013 at 10:00 AM ET**

Questions concerning this solicitation may also be e-mailed to the Division of Purchases at [questions2@purchasing.ri.gov](mailto:questions2@purchasing.ri.gov) **no later than November 22, 2013 at 2:00 PM EST**. Please reference the RFP number on all correspondence. Questions should be submitted in a Microsoft Word attachment. Answers to questions received, if any, will be posted on the Internet as an addendum to this solicitation. It is the responsibility of all interested parties to download this information.

<b>PRE-BID CONFERENCE</b>	<b>NO</b>
<b>SURETY REQUIRED:</b>	<b>NO</b>
<b>DISK BASED BID</b>	<b>NO</b>
<b>BOND REQUIRED:</b>	<b>NO</b>

**George Welly**

**Interdepartmental Project Manager**

**Vendors must register on-line at the State Purchasing Website at [www.purchasing.ri.gov](http://www.purchasing.ri.gov)**

**Note to Vendors:**

Offers received without the entire completed four-page RIVIP Generated Bidder Certification Form attached may result in disqualification.

**THIS PAGE IS NOT A BIDDER CERTIFICATION FORM**

## **I. General Procurement Instructions and Notifications to Offerors**

1. Potential vendors are advised to review all sections of this RFP carefully and to follow instructions completely, as failure to make a complete submission as described elsewhere herein may result in rejection of the proposal.
2. Alternative approaches and/or methodologies to accomplish the desired or intended results of this procurement are solicited. However, proposals which depart from or materially alter the terms, requirements, or scope of work defined by this RFP will be rejected as being non-responsive.
3. All costs associated with developing or submitting a proposal in response to this Request, or to provide oral or written clarification of its content shall be borne by the vendor. The State assumes no responsibility for these costs.
4. Proposals are considered to be irrevocable for a period of not less than one hundred twenty (120) days following the opening date, and may not be withdrawn, except with the express written permission of the State Purchasing Agent.
5. All pricing submitted will be considered to be firm and fixed unless otherwise indicated herein.
6. Proposals misdirected to other state locations, or which are otherwise not present in the Division of Purchases at the time of opening for any cause will be determined to be late and will not be considered. For the purposes of this requirement, the official time and date shall be that of the time clock in the reception area of the Division of Purchases.
7. It is intended that an award pursuant to this Request will be made to one prime Vendor who will assume responsibility for all aspects of work in each category. Joint venture and cooperative proposals will not be considered. Subcontracts are permitted, provided that their use is clearly indicated in the vendor's proposal and the subcontractor(s) to be used is identified in the proposal.
8. All proposals should include the vendor's FEIN or Social Security number as evidenced by a W9, downloadable from the Division of Purchases website at [www.purchasing.ri.gov](http://www.purchasing.ri.gov)
9. The purchase of services under an award made pursuant to this Request will be contingent on the availability of funds.
10. Vendors are advised that all materials submitted to the State for consideration in response to this Request may be considered to be Public Records as defined in Title 38 Chapter 2 of the Rhode Island General Laws, without exception, and will be released for inspection immediately upon request once an award has been made.

11. Interested parties are instructed to peruse the Division of Purchases website on a regular basis, as additional information relating to this solicitation may be released in the form of an addendum to this RFP. Potential offerors are responsible for monitoring this website for any changes.
12. Equal Employment Opportunity (RIGL 28-5.1) – 28-5.1-1 Declaration of policy – (a) Equal opportunity and affirmative action toward its achievement is the policy of all units of Rhode Island state government, including all public and quasi-public agencies, commissions, boards and authorities, and in the classified, unclassified, and non-classified services of state employment. This policy applies to all areas where State dollars are spent, in employment, public services, grants and financial assistance, and in state licensing and regulation. For further information, contact the Rhode Island Equal Opportunity Office at (401) 222-3090.
13. In accordance with Title 7, Chapter 1.1 of the General Laws of Rhode Island, no foreign corporation, a corporation without a Rhode Island business address, shall have the right to transact business in the State until it shall have procured a Certificate of Authority to do so from the Rhode Island Secretary of State (401-222-3040). *This is a requirement only of the successful Vendor.*
14. The vendor should be aware of the State's Minority Business Enterprise (MBE) requirements, which address the State's goal of ten percent (10%) participation by MBE's in all State procurements. For further information, contact the MBE Administrator at (401) 574-8253 or visit the website [www.mbe.ri.gov](http://www.mbe.ri.gov) or contact [dorinda.keene@doa.ri.gov](mailto:dorinda.keene@doa.ri.gov).
15. Insurance Requirements: The successful respondent shall provide proof of the following insurances:
  - Commercial General Liability Insurance: Contractor shall obtain, at Contractor's expense, and keep in effect during the term of this contract Commercial General Liability Insurance covering bodily injury, and property damage in a form and with coverage that are satisfactory to the State. This insurance shall include personal and advertising injury liability, independent contractors, products completed operations, contractual liability and broad form property damage coverage. Coverage shall be written on an occurrence basis. A limit of \$1,000,000 per occurrence and aggregate is required.
  - Errors and Omissions Coverage: Contractor shall obtain, at Contractor's expense, and keep in effect during the term of this Contract errors and omissions Insurance covering any damages caused by an error, omission or any negligent acts of contractor, its subcontractors, agents, officers or employees under this Contract. The per claim limit shall not be less than \$1,000,000. Annual aggregate limit shall not be less than \$1,000,000.

Auto Liability Insurance: Contractor shall obtain, at Contractor's expense, and keep in effect during the term of this contract, auto liability insurance covering all owned, non-owned, or hired vehicles. A combined single limit per occurrence of \$1,000,000 will be obtained.

Workers Compensation and Employers Liability: Contractor shall obtain statutory Workers Compensation coverage in compliance with the compensation laws of the State of Rhode Island. Coverage shall include Employers Liability Insurance with minimum limits of \$100,000

16. The vendor will not provide services prior to the issuance of a purchase order/agreement by the Division of Purchases.

## **II. DESCRIPTION OF WORK TO BE PERFORMED:**

The Rhode Island Department of Administration (DOA) is requesting proposals for a vendor to work directly with the Director of Human Resources, to redesign the State's classification and compensation systems for the Executive Branch of state government, and to develop a communications plan to distribute this information to State employees, collective bargaining units and other stakeholders.

The four goals of the work are:

- To increase the State's ability to attract and maintain a high quality workforce;
- To increase flexibility within the classification and compensation systems;
- To increase human resources system efficiency and effectiveness; and
- To provide the State with a system that is easy for all "stakeholders" to understand.

### **A. Definitions**

Classification System – Process by which jobs are defined within the State.

Compensation System – Process by which pay is determined for both jobs and employees.

Executive Branch – Any state department or agency under the supervision or control of the Chief Executive of the State Government, including the Rhode Island Board of Education, and specifically excluding the Legislative and Judicial branches.

HR System – All human resources processes and procedures managed by the State of Rhode Island for Executive Branch employees.

External Equity – Comparable compensation for individuals performing similar jobs outside of Rhode Island state government.

Individual Equity – Comparable compensation for individuals of varying demographics (e.g. gender equity, racial equity) performing similar jobs.

Internal Equity – Comparable compensation for individuals performing similar jobs with Rhode Island state government.

Project – This encompasses all aspects of this RFP.

Stakeholders – These include: Legislature, Governor, Department and Agency Directors, State Employee Collective Bargaining Units, State Human Resource Personnel, State Employees, and the Public.

Value-added – Based on the vendor’s experience what additional components could be added to this RFP to meet the needs of the State.

## **B. Project Background**

The State of Rhode’s Department of Administration (DOA) administers the State’s human resources policies, processes, and practices. Many of these policies and practices (some of which date back to 1956) are widely recognized as outdated and not sufficiently flexible to support the current business needs of State agencies.

In June 2012, the DOA hired The Segal Group, Inc., to assist with a comprehensive review of the State’s personnel programs, practices, and policies.

## **C. Study Findings**

The Segal Group Study found that the State’s current human resources structures, policies, and processes place a great burden on State agencies’ ability to recruit, retain, motivate, and reward the kind of workforce needed to achieve their missions. In particular:

- The structure, organization, and staffing of the State’s Human Resources division is not sufficient to support the State’s human capital needs.
- The current recruitment and selection processes are highly paper-based, with outdated and cumbersome procedures that often delay the process and impede hiring managers’ ability to find and hire qualified candidates on a timely basis.
- The job classification structure and job descriptions do not reflect the skills and qualifications required to deliver 21st century government services.
- The compensation structures and pay delivery policies are non-competitive, highly rigid and insufficient to attract and retain skilled employees.

The report (<http://www.governor.ri.gov/personnel/012613study.pdf>) makes a number of recommendations, including that changes be made to the State’s classification and compensation systems. Proposals submitted should, at a minimum, address the following scope of work.

## **Classification Structure Review and Update**

### **A. Background**

The State of Rhode Island currently has a listing of approximately 1,700 job classifications (titles). Of those, approximately 1,100 are actually used. Many of the job classifications are designed to reflect a particular job within an individual agency; however, similar jobs may exist in a number of state departments and agencies. This practice leads to a proliferation of agency specific job titles with minor

differences in function and duties and perhaps differences in pay that cannot be justified by the work performed. Consequently, the current classification architecture can be unworkable, duplicative, inequitable, and not reflective of work actually performed.

## ***B. Classification Project Scope***

The overall scope of the project is to restructure the current classification system and work with the State and stakeholders to develop and implement a professionally acceptable system, which incorporates internal, external, and individual equity in terms of classification and pay. The new system will have clearly defined jobs, a more understandable job classification evaluation system and up-to-date position description information, which includes knowledge, skills, abilities, and competencies needed by employees who perform work for the state. The scope is limited to the Executive Branch of state government.

The following are the key components for the vendor to manage:

1. The selected vendor will be knowledgeable of public sector classification and compensation systems and will be prepared to lead the State through a learning curve of what is working, and what is not working, in public and private employment settings around the country.
2. Facilitate and participate with designated State agency personnel to develop individual job analyses for state positions. The analyses will identify core competencies needed for the completion of job duties, and these core competencies will be incorporated into the job specifications.
3. Review the current classification system and facilitate and participate with designated State agency personnel to create a more streamlined and understandable classification structure to better define, differentiate and identify the jobs and career paths within the State.
4. Facilitate and participate with designated State agency personnel to develop competency-based minimum qualifications that will be included in the classification specifications.
5. Facilitate and participate with designated State agency personnel to develop and write job specifications that will then be used to match jobs to appropriate market salary data.
6. Facilitate and participate with designated State agency personnel to group current job classifications into appropriate occupational categories, evaluate them for consistency and equity, and incorporate them within the new classification structure which will include a cost analysis of doing so.
7. Develop career maps for occupational categories showing potential employee career progressions.
8. Reduce the number of job position titles by consolidating titles for positions with similar responsibilities and qualifications.
9. Facilitate and participate with designated State agency personnel to develop job-specific, objective, performance evaluation criteria.
10. Design for the future maintenance of the proposed classification system by creating and/or updating job classification and compensation descriptions, processes and procedures.

11. Design a transition plan and train human resources staff on methods to implement the proposed classification amendments.
12. Analyze the financial costs, expenditure of time, and other related costs to transition the State from the current system to the proposed system. The analysis should include estimated savings from additional expected employee retention, if any.
13. Create classification system training documentation.
14. Identify and estimate costs for Information Technology solutions that may be used for efficient classification system maintenance and updates.
15. Identify and document any value-added classification features and the additional cost to the contract.

## **Compensation System**

### **A.     *Background***

In 2011 the General Assembly eliminated longevity pay for State workers, except for benefits already earned. Workers could historically receive as much as 20.0 percent longevity on top of their base pay. On a going forward basis, workers still can receive step increases, which are in most cases limited to 4 to 5 increases over a period which ends between 2.5 and 3.5 years after their start date in a position. Typically, the top steps of a pay grade are between 10.0 and 15.0 percent above the initial step. As a result, many employees have “maxed out” financially in a particular job after a few years.

Constrained hiring conditions in State government leave employees with limited opportunities to move into higher paying jobs. Attracting and retaining a qualified workforce is becoming increasingly challenging for government managers given the short career ladders afforded employees.

### **B.     *Compensation Project Scope***

The scope of the project at a high level is to review the state’s compensation system and develop a system that identifies the appropriate labor market for the job classifications within the system and the appropriate method to determine applicable job classification compensation using that data. The system should be based on transparent, market-based data and enhance the ability of state agencies to attract and retain quality employees. The compensation plan will establish performance standards and appropriate assessment measures for each class of positions. The scope is limited to the Executive Branch of state government.

The following are the key components for the vendor to manage:

1. Gather data from key stakeholders to collect input regarding compensation issues for the State of Rhode Island and facilitate a revision to a statewide total compensation philosophy (to include cash and non-cash compensation and benefits).

2. Vendor will provide information on current market compensation systems to include their design underpinnings and intended outcomes. The focus is to provide an understanding of how market compensation systems can be used in a public sector environment.
3. Evaluate components of other compensation systems to lead to the development of a compensation system that considers internal, external, and individual pay equity, and a cost analysis of implementing the recommended compensation system.
4. Identify, define and incorporate the regional and local labor markets inclusive of private sector, federal and local governments and data sources for an improved market pay process that considers internal, external and individual pay equity.
5. Determine which salary survey sources are appropriate to use when matching jobs under the State's updated classification structure. Work with the state agency project team(s) to identify survey benchmarks in the identified salary surveys to cover a professionally acceptable number of state employees. Identify and/or develop a system when actual benchmarks for certain classifications are unavailable.
6. Design for the future maintenance of the compensation system by creating and/or updating compensation processes and procedures, including establishing a market assessment schedule, and using an identified sampling of titles that represent the breadth of occupational titles and agencies in state government.
7. Develop effective and appropriate performance evaluation measures and appraisal tools for regular assessment of each employee's performance based on the responsibilities, accountabilities, and standards established in the classification structure.
8. Outline potential performance-based compensation strategies used in private and governmental settings, including potential fiscal impacts of identified strategies.
9. Design a transition plan and train human resources staff on methods to implement the proposed compensation system amendments.
10. Create compensation system training documentation.
11. Identify and estimate costs for Information Technology solutions that may be used for efficient compensation system maintenance and updates.
12. Identify and document any value-added compensation features and the additional cost to the contract.

## **Communications Plan**

### **A. Background**

The success of classification and compensation system reforms is largely dependent upon effective and transparent communication of the reforms and their justifications to stakeholders. Recommendations should include strategies and supporting information to allow effective communication.

### **B. Communications Project Scope**



The scope of the project at a high level is to develop a communication plan that the State may use to convey the vision, mission, and policies associated with the state's classification and compensation systems and the use of competencies in a human resource system.

The following are the key components for the vendor to manage:

1. Present a communications plan to convey the vision, mission, legislative changes, and policies associated with the recommended changes to the state's classification and compensation systems, including how to address the addition of competencies to job descriptions.
2. The plan should be transparent and use market-based data and recognized best practices to address identified and potential stakeholder concerns.
3. Present formally and informally to stakeholders as appropriate. The state anticipates regular working updates with the project team, and at least 3 formal presentations in Providence, Rhode Island, to include the Governor, cabinet members, collective bargaining unit representatives, and to members of the Legislature.

### **III. Additional Requirements/Information**

#### **1. COST**

DOA is seeking a **fixed flat fee** from the contractor for the Scope of Work identified herein, inclusive of deliverables outlined in the "Project Scope" sections. However, for reporting purposes, the cost proposal shall also provide **the title and fully loaded hourly rates (salary/wages plus benefit costs)** for each position multiplied by the level of effort in order to calculate the fixed fee proposed. Other costs in deriving the fixed flat fee should also be itemized.

#### **2. PROJECT TEAM**

The proposer should identify the project team it intends to deploy to provide the scope of work above, along with resumes of individuals and the specific roles each will play. In both the technical proposal and the cost proposal, the proposer should give an approximate breakdown of the number of hours (Level of Effort) each proposed team member will spend on this project. The proposer will not be permitted to substitute any individuals without the DOA's prior written permission.

#### **3. WORK SPACE**

DOA will provide the contractor with limited work space for its team for the duration of the project, if requested, at no cost to the vendor.

#### **4. REFERENCES**

The proposer should identify three references, along with contact information, for whom it has performed similar studies within the last five (5) years with the expectation that DOA will contact each reference.

## **5. EVALUATION CRITERIA**

The company selected must have demonstrated significant background and experience in reviewing personnel systems as well as experience with working federal, state or local governments and performing studies similar to the one requested in this RFP.

A breakdown of the evaluation criteria is as follows:

- **Technical:**
  - Background and Experience of the Firm (including references): 15 points
  - Project Team: 15 points
  - Plan to achieve proposed objectives and schedule to perform the Scope of Work: 25 points
  - Oral Presentation: 15 points

## **6. TECHNICAL PROPOSAL SUBMISSION**

### **A. Executive Summary**

The Executive Summary will highlight the contents of the Technical Proposal as well as provide the State of Rhode Island evaluators with an overview and broad understanding of the Offeror's technical approach and ability to meet the scope of work as set forth in this RFP.

### **B. Background and Experience of the Firm with references (15 Points)**

The firm should have a dedicated and staffed capability to provide the scope of work above, with the experience and track record to provide first services to the State. This section shall include identification of all staff and/or subcontractors proposed as members of the account management team, and the duties, responsibilities, and concentration of effort which apply to each (resumes (without personal information), curriculum vitae or statements of prior experience and qualification). Experience of the Staff will be evaluated accordingly.

This section shall also include:

- i. A comprehensive listing of similar services undertaken and implemented, as well as similar clients served. This includes providing a brief description of the accounts and a description of the names of staff persons who worked on the accounts/projects.
- ii. The Offeror shall submit a list of contract(s) that have been terminated along with the entity name(s) that obtained the contract and the reasons why the contract was terminated (if applicable). The State reserves the right to seek additional information regarding a company's capabilities from any source it feels is competent to provide such information.

iii. The Offeror shall have maintained an organization capable of performing the work described herein, in continuous operation for a least the past three (3) years or demonstrates 5 years progressive experience within area.

iv. The firm must provide **references** for a minimum of three (3) clients. (References for both public and private sector are preferred.) Please provide details including but not limited to the size of the client's annual billings, where the bulk of the billings are spent (i.e. state, region) and the length of the relationship between the firm and the client. This section shall include: The name of a contact person, address, telephone number and email address, where the offeror has provided services. These individuals may be contacted by the State as part of the selection process.

### **C. Project Team and Firm Capacity (15 Points)**

The Firm must have sufficient personnel resources capable of managing the scope of work stated herein. Please describe the capacity of the firm to handle the State's needs and provide detail on the Firm's proposed account management structure as well as the work experience of each staff member assigned to the account.

i. The Offeror shall submit appropriate financial-related information in order to provide the State with the ability to judge the Offeror's financial capacity and capabilities to undertake and successfully complete the contract. Upon request, the Offeror shall provide **financial statements** that include a balance sheet, income statement and statement of cash flow, and all applicable notes for the most recent calendar year or the Offeror's most recent fiscal year. The Offeror may submit specific financial documents in a separate, sealed envelope/package, within the overall package, clearly marked "Confidential-Financial Information" along with the Bid Proposal. Please note that failure to submit financial statements upon request may result in disqualification from consideration.

### **D. Plan to Achieve Proposed Objectives (25 points)**

This section shall outline the process and contain a thorough explanation of all aspects, requirements and services proposed to provide the scope of services requested by the State.

Further, this section shall describe the Offeror's understanding of the State's requirements, including the result(s) intended and desired, the approach and/or methodology to be employed, and a work plan for accomplishing the results proposed. The description of approach shall discuss and justify the approach proposed to be taken for each task or requirement, and the technical issues that may be confronted at each stage of the project. The work plan description shall include a detailed list of tasks, activities and/or milestones that will be employed to administer the Services, the assignment of staff members and concentration of effort for attributed deliverables.

### **E. Appendices (any which proposers believe are relevant)**

Proposals should be limited to no more than 50 pages, double spaced in 10 point font or larger, excluding any appendices.

## 7. EVALUATION SCORING

- The State will commission a review team to evaluate and score all proposals that are complete and minimally responsive using the criteria described herein. The evaluation of any item may incorporate input from sources other than the vendor's response and supplementary materials submitted by the vendor. Those other sources could include assessments made by evaluators based on findings recorded from reference checks (including but not limited to those supplied by the Vendor), prior experience with or knowledge of Vendor's work, responses to follow-up questions posed by the State and/or oral presentations by the vendors if requested by the review team. The State may elect to use any or all of these evaluation tools.

Each technical proposal will be evaluated to determine whether it is complete and comprehensive. The State may request clarification of proposals. Proposals deemed by the Evaluation Team to be incomplete, non-responsive, or not in accordance with proposal submission requirements will be disqualified.

The evaluation process will consist of three separate components: Technical Proposal Evaluation, Oral Presentations and the Cost Proposal Evaluation, worth a total of one hundred points.

### A. Technical Proposals (**up to 55 points**)

Each proposal will undergo a technical review based on responses to the questions and requirements included in Section 6 above. Proposals which do not score at least 40 points out of 55 available on the Technical Proposal will not be considered further and not invited to give an oral presentation. Depending on how many responses are received, the State reserves the right to limit oral presentations to the three highest scoring vendors on the written technical proposal.

### B. Oral Presentations ( **up to 15 points**)

After assignment of the 15 scoring points from the Oral Presentation, the Technical Scores will be certified to the Division of Purchases.

### C. Cost Proposal (**30 points**)

DOA is seeking a **fixed flat fee** from the contractor for the Scope of Work identified herein, inclusive of deliverables outlined in the "Project Scope" sections. For reporting purposes, the cost proposal shall also provide **the title and fully loaded hourly rates (salary/wages plus benefit costs)** for each position multiplied by the level of effort in order to calculate the fixed fee proposed. Other costs in deriving the fixed flat fee should also be itemized.

The Cost Proposal must be in a separately sealed and marked envelope, apart from the Business Proposal. It shall identify the proposed compensation for the fixed flat fee as a single number in a sentence marked: **"All inclusive fee proposal from (vendor name) for \$(amount ).**

Other required elements in III.1 above, and any other costs identified should be included as an attached exhibit in the sealed Cost Proposal.

**D. Award**

Upon certification of the technical scores, the cost proposals will be unsealed. The lowest cost proposal that is not disqualified will receive 30 points. All other qualified responses will proportionally receive less than 30 points, based on the following formula:

$$\text{Cost points} = 30 * (\text{Low Cost} / \text{Proposer's Cost})$$

The review team will present written findings, including the results of all evaluations, to the State Purchasing Officer or designee, who will make the final selection for this solicitation. When a final decision has been made, a notice will be posted on the Rhode Island Division of Purchases web site. Because the evaluation takes into consideration both the technical and cost components in a value-based approach, the lowest costing vendor may not necessarily be awarded the contract.

## **PROPOSAL SUBMISSION**

**Questions** concerning this solicitation may be e-mailed to the Division of Purchases at [questions2@purchasing.ri.gov](mailto:questions2@purchasing.ri.gov) no later than 11/22/2013, at 03:00 p.m. ET. Please reference **RFP #7536366** on all correspondence. Questions should be submitted in a Microsoft Word attachment. Answers to questions received, if any, will be posted on the Internet as an addendum to this solicitation. It is the responsibility of all interested parties to download this information. If technical assistance is required to download, call the Help Desk at (401) 574-9709. **No other contact with State parties will be permitted.**

Responses should be mailed or hand-delivered in a sealed envelope marked "**RFP# 7536366**" to:

RI Dept. of Administration  
Division of Purchases, 2nd floor  
One Capitol Hill  
Providence, RI 02908-5855

**NOTE: Proposals received after the closing date and time specified, December 13, 2013 at 10:00 AM EST time will not be considered.** Proposals misdirected to other State locations or those not presented to the Division of Purchases by the scheduled due date and time will be determined to be late and will not be considered. Proposals faxed, or emailed, to the Division of Purchases will not be considered. The official time clock is in the reception area of the Division of Purchases.

## **RESPONSE CONTENTS**

Responses shall include the following:

1. One completed and signed four-page R.I.V.I.P generated bidder certification cover sheet downloaded

from the RI Division of Purchases Internet home page at [www.purchasing.ri.gov](http://www.purchasing.ri.gov).

2. One completed and signed W-9 downloaded from the RI Division of Purchases Internet home page at [www.purchasing.ri.gov](http://www.purchasing.ri.gov).
3. **An original and seven (7) copies of the Technical Proposal** as required above.
4. **An original and two copies of a separate, signed and sealed Cost Proposal** as required above.
5. In addition to the multiple hard copies of proposals required, Respondents are requested to provide their technical proposal only in **electronic format (CD-Rom, disc, or flash drive)**. PDF format is preferable. Only 1 electronic copy is requested and it should be placed in the proposal marked "original". Do not include form W-9 in the electronic copy,

### CONCLUDING STATEMENTS

Notwithstanding the above, the State reserves the right not to award this contract or to award on the basis of cost alone, to accept or reject any or all proposals, and to award in its best interest.

Proposals found to be technically or substantially non-responsive at any point in the evaluation process will be rejected and not considered further.

The State may, at its sole option, elect to require presentation(s) by offerors clearly in consideration for award.

The State's General Conditions of Purchase contain the specific contract terms, stipulations and affirmations to be utilized for the contract awarded to the RFP. The State's General Conditions of Purchases/General Terms and Conditions can be found at the following URL:  
<https://www.purchasing.ri.gov/RIVIP/publicdocuments/ATTA.pdf>